

# Defense AT&L *eLetter*



*Acquisition Today for Tomorrow's Transformation*

*Ken Krieg  
Under Secretary of Defense (AT&L)*

Message from

March-April

**The Under Secretary of Defense (Acquisition, Technology and Logistics)**

2007

In February, the Deputy Secretary signed the [Section 804 Report to Congress](#), which highlights the initiatives and programs we have in place to transform our acquisition system. All of our initiatives are designed to balance cost, schedule, performance and sustainment throughout the acquisition process. We will enhance the capabilities of our warfighters and meet our 21<sup>st</sup> century national security objectives through enhanced workforce productivity, collaboration across organizations, realistic and stable budgeting, and well-defined requirements versus various adjustments within the tactical acquisition processes.

As we continue to streamline and simplify the acquisition system through our initiatives, we will provide lasting solutions for predictable performance and outcomes. With our next Section 804 report to Congress due in July 2007, we are tracking milestones to ensure that we reach our transformation goals.

Institutionalizing large scale change like this requires effective communication and cooperation among the Department, Industry and Congress. I look forward to continuing our dialogue on acquisition transformation.

I thank you for your efforts, and ask that you take a few minutes to look over our report and discover all the activities that are ongoing in AT&L.

## **Acquisition Policy and Initiatives**

**Other Transaction Authority (OTA).** A March 2, 2007 policy memo establishes \$20 million and \$100 million approval requirements for the use of OTA for prototype projects. Approval authorities may not be delegated. [Read the memo...](#)

**New Cost, Pricing, and Finance** Deputy Directorate established to bolster the cost and pricing function within DoD. [Read more...](#)

## **Workforce Corner**

**New certification requirements** for the [Test and Evaluation](#) career field and the [Systems Planning, Research, Development and Engineering – Systems Engineering](#) career fields, effective October 1, 2006. Find out whether these changes impact you and your certification.

**AT&L Workforce Development Award** – annual [call for nominations](#). The deadline for [submissions](#) is August 3. [Administrative information](#) is available at the Defense Acquisition University (DAU) Web site. Award presentations will be made during the PEO/SYSCOM Conference on November 6, 2007 at the Fort Belvoir Officer's Club.

**continued...**

## Job Support Tools

**International cooperative programs** help strengthen our alliances, interoperability, and coalition building. Development, negotiation, and staffing of the international agreements required to pursue these programs can be challenging. DAU offers three one-week international acquisition resident courses designed to help meet these challenges. [Read more...](#)

**Meeting Management Training.** One of the recommendations from the Lean/Six Sigma study that the Under Secretary requested as a way of streamlining the acquisition process was to provide training on managing meetings. DAU has two training modules available in the Harvard Business School online courses that provide such training. Read the article about Harvard courses in this *eLetter* to [learn more](#).

**Harvard ManageMentor Plus modules.** DAU and Harvard Business School Publishing have partnered to offer several Harvard ManageMentor Plus modules as a continuous learning resource. [Read more...](#)

## Upcoming Events

[NCMA World Congress](#), Apr 23-25, Dallas, TX

[UID BootCamp](#), April 23-24, Vienna, VA, and May 22-23, Richmond, VA

[Business Managers Conference](#), May 22-23, Fort Belvoir, VA

[NPMA National Education Seminar](#), Jun 3-6, Seattle, WA

[Innovations in eLearning Conference](#), June 5-7, Fairfax, VA

## Technical Support

## Questions or Comments

**Defense AT&L eLetter** and **Defense AT&L** magazine are separate publications with separate editorial staff. All comments and enquiries related to the *eLetter* should be addressed to [ATL.eLetter@dau.mil](mailto:ATL.eLetter@dau.mil).

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## **New Certification Requirements for the Test and Evaluation Career Field**

The beginning of the fiscal year is traditionally the effective date for Acquisition Career Field (ACF) certification changes. These changes are officially announced and maintained in the online [Defense Acquisition University \(DAU\) catalog](#). Effective Oct. 1, 2006, significant changes in the Level I, II, and III certification training requirements have been introduced for the Test and Evaluation (T&E) career field. A quick summary of the changes follows.

Effective Oct. 1, 2006, the training requirements for T&E Levels II and III acquisition certification have been revised to state that an individual seeking certification must have completed the prior level's training requirements in order to gain the next level acquisition certification. The choice of these particular words was intentional by the DoD T&E Functional Integrated Product Team (FIPT). The FIPT felt that due to extensive changes in the T&E curriculum at all levels, it was necessary for students to also complete the lower level training requirements in order to be successful in the next level T&E courses. The intent was neither to burden the T&E students nor to diminish the previously granted T&E certifications. These FY07 certification requirements were approved by the DoD Technical Management Functional Advisor memorandum dated April 13, 2006.

This means that if you were previously certified at Level I in T&E and are seeking Level II certification (post Oct. 1, 2006), you must now meet both the Level II T&E training requirements in addition to the current Level I training requirements. This may necessitate your completing some additional training since the T&E Level I training requirements changed on Oct. 1, 2006. Similarly, if you were previously certified at Level II in T&E and now seek Level III certification, you must now meet both the Level III T&E training requirements in addition to the current Level II training requirements. This may necessitate your completing some additional training since the T&E Level II training requirements changed on Oct. 1, 2006.

### **Other T&E Training Changes**

The training certification requirements for TST 101 (Level 1), TST 202 (Level 2), and TST 301 (Level 3) shall remain in effect until each new successor course (TST 102, TST 203, and TST 302) is fielded. The exact date for this to be completed has not yet been determined. The new required course CLE-011, Modeling & Simulation for Systems Engineers, is a DAU continuous learning module and has been available online since May 2006. Completion of this CLM is mandatory for Level I certification; others are strongly encouraged to complete this short course. If you have additional questions, please contact your designated acquisition career manager, send an e-mail to [asc.acq.career.management@asc.belvoir.army.mil](mailto:asc.acq.career.management@asc.belvoir.army.mil), or contact the T&E functional point of contact, Larry Leiby at 703-695-7389.

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## **New Certification Requirements for the Systems Planning, Research, Development and Engineering – Systems Engineering Career Field**

Much has been recently discussed and written about the challenges facing the DoD Systems Planning, Research, Development, and Engineering–Systems Engineering (SPRDE-SE) community (see article entitled: “Systems Engineering Revitalization” in the [July-August 2006 issue](#) of *Defense AT&L* magazine). The DoD SPRDE-SE Functional Advisor, with support from the SPRDE-SE Functional Integrated Product Team, has instituted certification changes affecting both SPRDE-SE experience and training requirements. As with all acquisition certification changes, these changes are officially announced and maintained in the online Defense Acquisition University catalog at [www.dau.mil/catalog/default.aspx](http://www.dau.mil/catalog/default.aspx).

Effective Oct. 1, 2006, the SPRDE-SE experience requirements were revised to recognize technical experience from other acquisition career fields (i.e., SPRDE-SE; SPRDE-Science and Technology Manager; Information Technology; Test and Evaluation; Production, Quality, and Manufacturing; Facilities Engineering; Program Management; and Life Cycle Logistics). Previously, only acquisition experience in science or technology was recognized for certification purposes in this acquisition career field. Please check the online [DAU catalog](#) for specific language as it might apply to your situation.

From an acquisition training perspective, required courses have been added at each SPRDE-SE certification level. SPRDE-SE Level I certification now requires completion of SYS-101, Fundamentals of SPRDE (in addition to ACQ 101); Level II now requires the completion of the continuous learning module, Technical Reviews (CLE 003), and completion of one of the following: SYS 201 (Parts A&B), or SYS 201 (Part A) and SYS 203; or both SYS 202 and SYS 203 (each in addition to ACQ 201 (A&B)). A new continuous learning module, Designing for Supportability (CLL 008) has also been added to Level III certification training requirements (in addition to SYS 301).

### **Upcoming Changes**

In addition to the above certification changes already in effect, the SPRDE-SE acquisition community should expect further changes in this acquisition career field. Although these changes have not been finalized, nor an effective timeframe determined, a brief summary of the expected changes follows. Please note that at this writing these changes are not final and are subject to change.

In the future, the SPRDE-SE acquisition career field is expected to diverge into two separate acquisition career paths: SPRDE-SE and SPRDE-General. Each of these paths will have its own certification requirements and associated Position Category Description. The expectation is that Army acquisition positions currently coded as SPRDE-SE (“S”) will transition to the new SPRDE-General path. This transition should be seamless to the affected employees and will not disturb acquisition SPRDE-SE certifications already achieved by employees. Employees who seek a new certification level shall be held to the certification standard in effect at the time certification is sought.

## **The Future of Contract Pricing within DoD**

Shay Assad, the Director, Defense Procurement & Acquisition Policy (DPAP) has recently established a Cost, Pricing, and Finance (CPF) Deputy Directorate within DPAP and named David Capitano to lead the organization. Pricing is one of the most important responsibilities of DoD contracting professionals and one of the major purposes of CPF is to reinvigorate the cost and pricing function within DoD. This includes assessing the state of pricing within the department and developing a plan to increase the level of pricing expertise among the contracting workforce. Questions regarding this initiative can be directed to John McPherson or Bill Sain at 703-602-0288, DSN 332-0288.

As a first step in reinvigorating the DoD pricing function, the DPAP sponsored a two-day CPF meeting in January. Forty-five contract pricing experts from across the Department participated and discussions included the current state of contract pricing, available training in the area of pricing, an ongoing assessment of DoD contract pricing competencies, various approaches to providing pricing expertise, and potential topics for a DoD contract pricing workshop. The team developed a presentation addressing concerns and recommendations and briefed Mr. Assad and senior management from each of the Military Departments, DAU, DCAA, DCMA, DLA, and MDA. The Department is committed and will move forward in supporting the pricing community; a workshop is being planned for July 24-26, 2007 in Atlanta, Georgia (location still tentative). More details on this workshop will be announced as they develop.

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## **International Acquisition Resident Courses**

International cooperation and collaboration becomes more prevalent each year; international cooperative programs help strengthen our alliances, trust, interoperability, access, influence, and coalition building. Such programs can save investment costs and reduce the human capital costs of managing major programs. Throughout the acquisition workforce, most acquisition professionals will have to spend time really thinking through ways to smooth out processes and expedite cooperative programs with international partners.

One of the most challenging aspects of international programs is the development, negotiation and staffing of the international agreements that are required to pursue these programs. The Defense Acquisition University (DAU) provides critical training to the AT&L workforce to apply acquisition skills effectively in the international arena. DAU offers three 1-week [international acquisition resident courses](#), one of which is specific to international agreements: The Advanced International Management Workshop (PMT 304). The other two, Multinational Program Management (PMT 202) and International Security & Technology Transfer/Control (PMT 203), are excellent preparation for the challenges of international programs.

The Under Secretary recently urged everyone in the acquisition workforce to take advantage of DAU learning resources when beginning to engage potential international partners. DAU also offers three online [distance learning courses](#) to get you started.

- International Armaments Cooperation (CLI 001, 002 & 003) – 6 hours
- Information Exchange Program (CLI 004) – 2 hours
- Fundamentals Of Technology Transfer & Export Control (CLM 036) – 3 hours

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## Harvard Business School Publishing Harvard ManageMentor Plus

The Defense Acquisition University and Harvard Business School Publishing have partnered to offer the Harvard ManageMentor Plus modules to the DoD AT&L workforce as a continuous learning resource.

The Harvard ManageMentor Plus modules provide information and materials on more than 40 topics fundamental to managerial success. Topics range from running an effective meeting or managing a project to more complex tasks such as negotiating or keeping a team on target. The modules are available to every member of the AT&L workforce, select members of the private sector that have attended DAU courses, and students that receive training through the Federal Acquisition Institute/DAU partnership. The modules...

- Provide continuous learning opportunities to the DoD AT&L workforce
- Develop management and leadership skills as core competencies among the workforce
- Provide broad and consistent knowledge base across the workforce
- Promote a partnership between DAU and Harvard Business School Publishing which enhances the high quality training opportunities available to members of the DoD AT&L workforce

The Harvard ManageMentor Plus modules are available through the DAU Continuous Learning Center at <http://clc.dau.mil>. Follow the directions to “Register” for a continuous learning module. Once in the registration system, you will find options to register for courses, continuous learning modules or Harvard ManageMentor Plus modules. Select the Harvard ManageMentor Plus modules option and a listing of the 40+ available topics will appear in the drop down box with the “HBS – “ prefix.

Want to preview a typical module? View the “Implementing Strategy” module at <http://www.harvardmanagementor.com/demo/plusdemov4/strategy/index.htm>

### Other Links:

*Harvard ManageMentor Plus topics:* [http://www.harvardmanagementor.com/demo/plusdemov4/menu\\_cat.htm](http://www.harvardmanagementor.com/demo/plusdemov4/menu_cat.htm)

*Preview a module:* <http://www.harvardmanagementor.com/demo/plusdemov4/strategy/index.htm>

*Take a tour:* <http://www.harvardmanagementor.com/demo/plusdemov4/tour/mmTourFrame.html>

**Note:** the Harvard ManageMentor Plus modules are not available in browse mode due to proprietary considerations.

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